



## A REVIEW ON HUMAN RESOURCE MANAGEMENT IN SELECTED BANKS IN INDIA

Ankita Jain<sup>1</sup> | Anukool Manish Hyde<sup>2</sup>

<sup>1</sup> Research scholar at Prestige Institute of Management & Research, DAVV, Indore and Assistant Professor at Shri Vaishnav Institute of Management, Indore (M.P)

<sup>2</sup> (Professor and Head- HR and General Management), Prestige Institute of Management and Research, 2, Education and health sector, Scheme No.54, Indore (MP), PIN- 452001

### ABSTRACT

The Indian banking system consists of public sector banks, nationalized banks, private sector banks, foreign owned banks, regional rural banks and cooperative banks. The world of HRM (HRM) is changing more rapidly. This article enlightened the banking activity which thrives on the strength of people power.

An attempt is made in this research paper to review the existing literature on the HRM practices of various Indian banks. Earlier research studies at the national level, state-level been examined to understand the HRM practices of the Indian banking industry. It was found that the HRM practices in the Indian banking industry have evolved over a period of time and the HRM practices of Indian banks are marginally getting better than earlier. Through this research study we explored contribution of HRM practices including selection, training, HR planning, compensation, Employee relation, HRIS, Organizational Development, job design and Union labor Relation on perceived employee performance.

**KEY WORDS:** Banking Industry, India, HRM, Banking, Practices, People.

### INTRODUCTION:

The economic development of any country relies of the effective functioning of the banking industry. An efficient banking industry relies on the potency and effectiveness of its workers. Employee satisfaction in organizations is basically addressed by the HRM practices followed by the organizations. The Indian banking industry primarily consists of an outsized range of public sector banks additionally to the personal sector banks. Therefore, this analysis paper focuses on numerous studies undertaken by earlier researchers within the context of industry in India.

In the present competitive world, the banking sector, particularly of the developing economies like India, is facing heap of powerful competition. Chakrabarty (2012) has highlighted in one of his speeches on HRM in banks that it is that the people, people and people that build a corporation accomplish competitive advantage during this powerful and competitive world. In this study, innovative HRM practices have been known that being used by the Indian banks. This study have given new innovative ideas and terms associated with HRM like hiring professionals, leaves policy, skilled courses, coaching tests, ESOPs, social networking profiles, and quite new the business, versatile operating hours, child care centers, provision of special perks within the earnings packages etc. In this analysis paper, an endeavor is created to summaries a review of literature on numerous studies conducted regarding the HRM practices followed by Indian banking organizations.

### LITERATURE REVIEWS:

Ghosh, Rai, Singh and Ragini (2016) examined the impact of work support measures on employee engagement among employees in the Indian banking sector. Data was collected through administration of a structured questionnaire from employees of 25 branches of public sector banks in Northern India. Total 218 respondents were included in the study. Perceived organizational support; supervisor and co-worker support were considered to be important factors. The results indicated that all the dimensions were found to have a significant impact on employee engagement. Employee

Mittal, Gupta and Mottiani (2016) examined the link between HRM practices and customer satisfaction levels among Indian private banks. Data was collected from 203 employees in private banks. The results of the research concluded that various HRM practices have a significant and positive impact on customer satisfaction.

Jain and Jain (2015) presented an evidence of training effectiveness in Indian banking industry. The authors measured training effectiveness Selected banks operating in India. The sample included 318 managers from some selected Bank of India. Mean, standard deviation, t-test, correlation analysis and analysis of variance were the statistical tools used for the analysis. Among all the selected dimensions, commitment to training participation was found to exist in high levels in the banks selected for the research. Other dimensions were found to exist in moderate levels.

Jha and Mishra (2015) studied the impact of HRM practices on performance of employees in Indian banking industry. The authors concluded that various remedial HRM measures can be taken to improve the employee performance in banks. The measures suggested include staff meetings, brain storming sessions, study circles and quality circles.

Chinnadurai (2014) studied the HRM practices in private sector banks situated in Tamilnadu. The author had chosen the following HRM practices for the research – recruitment & selection; training & development; performance appraisal; career development; motivation; compensation management and grievance handling. A sample of 260 officers drawn for the research. Data analysis was based on one-way ANOVA and t-test. The results concluded that majority of the respondents were satisfied with the overall HRM practices adopted by various private sector banks considered for the study.

Mittal and Verma (2013) assessed the perception of top management support for HRM practices in State Bank of India. The perception of bank employees towards HRM practices followed by SBI. Data was collected through a structured questionnaire from 100 respondents. The research concluded that the perception regarding HRM practices varied according the experience of the employees.

Kundu and Malhan (2011) focused on the study of Indian banks to assess the HRM practices being followed in Indian banks. Primary data based on 312 observations. Tools like percentages, correlations, standard deviations, factor analysis, mean scores, and ANOVA were used. Factor analysis brought out five factors in all. Research analysis traced that factors namely selection, development, performance appraisal, job analysis and HR planning were practiced highly in banks. ANOVA results showed that Multinational banks were stronger on competitive compensation and flexible-work system. The gender effect was significant in case of the selection, development and performance appraisal.

Singh and Kaur (2009) investigated the determinants of job satisfaction among select, Indian universal banks. Data was collected from 200 employees from Punjab National Bank and HDFC Bank in the state of Punjab in India. Factor analysis, regression analysis and correlation analysis were employed for data analysis. The research concluded that work place environment, supervision, job security, co-operation from peers, pay facilities, employee acceptance, delegation of authority, job contentment, work place discrimination, opportunities for growth and transparent salary structure were the major determinants of job satisfaction. Prasad. A. and Reddy.Ch. Panduranga (2008) observed the challenges in India's banking sector in the LPG era. They have made some suggestions to face the challenges and competitions such as T&D programmes, retraining the staff and promoting a culture of continuous learning is necessary to remain competitive.

Trivedi Vikas (Dr) (2008), his paper deals with comparative account of HR practices of public and private sector banks and provides an insight into the different HR strategies in both the sectors. He has conducted a study by selecting 123 employees using structured questionnaire. He concludes that employees in pri-

vate sector banks are encouraged to work and try to be excellent in their work, But in public sector banks employees' promotions are given on the basis of seniority and their hierarchical positions are based on other considerations. He suggests public sector banks should undertake long-term training and retraining programmes and training facilities should be strengthened.

Rajesh Kumar R.L(2007) highlighted that fully fledged HR policies are essential to enhance the overall performance of Co-operative Banks in India. He recommended the need of HR T&D which in turn will result in HR Development. He additionally felt the need of full-fledged staff training centers well equipped with modern training aids in every District Co-operative Bank.

Ahmad and Schroeder (2003) in his research of Strengthened the evidence of a positive relationship between HRM practices and organizational performance (OP) which concluded that, there is a positive influence of HRM practices on OP. There has been the research into particular HRM practices out of the bundle that contribute significantly to OP.

Pfeffer (1998) suggested that soft or high commitment HRM practices are those that generate trust in employees and these practices include giving employees empowerment and involvement in decision making; extensive communication about functioning and performance of the employees service; designing training for skills and personal development of employees; selective hiring; team working where idea are pooled and creative solutions are encouraged; rewards system that commensurate with effort; reduction of status between the management and staff and all workers are valued regardless of their role.

#### OBJECTIVE:

- To REVIEW various literatures on HRM in Banks in India”

#### RESEARCH METHODOLOGY:

This research is Conceptual in nature. Secondary Data has been collected from extensive desk research through E-library, different available published articles, journals, books and the Internet.

#### FINDINGS:

The study examined the HRM practices of banks and its impact on varied factors of those Indian banks. Responses from each managerial and non-managerial worker indicate similar and in some cases divergent views on HRM practices of banks. Although analysis has established concretely that HRM practices have positive impact on worker productivity leading to improved structure performance. Right management of HR practices will absolutely improve structure performance. T&D programmes within the type of orientations, inductions and familiarization activities additionally impact on Banks performance.

The analysis disclosed that worker performance will be sustained to impact on maintaining appraisal and PMS that develop increase employee commitment and satisfaction. Employee voice or participation ensures that employees share within the stated goals of the organization. It had been also recognized that there comes improved organizational decision-making and problem solving capabilities, creativity, commitment, direction, job satisfaction and motivation which can result in accrued productivity across the organization. Additionally, this study recognized that the right management of HRs through career coming up with will greatly impact on the OPof banks.

#### CONCLUSIONS:

It will be noted from the higher than discussion that HRM practices in the Indian banking sector have evolved in the past few decades. It's currently progressively perceived that HRM practices play a strategic role in organizational growth. In this context, Indian banks have initiated numerous HRM practices to deal with numerous problems in the spheres of coaching & development, performance appraisal systems, recruitment policies, and technological advances. It will be terminated from this research that the HRM practices followed in the banking sector ar marginally superior. The growth in the Indian banking sectors with new players coming into the market and also the challenges sweet-faced throughout the consolidation of public sector banks in the close to future is probably going to cause new challenges for HRM practices in the Indian banking system.

#### LIMITATIONS OF THE STUDY:

- This study has taken place in short span of time and with few resources.
- This study was limited to few research articles.

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